

Montgomery County 311 Semi-Annual Performance Review

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Public Information Office
October 9th, 2013

CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Agenda

- **Welcome and Introductions**
- **Check Status of Follow-Up Items From Prior Meetings**
- **Overview of Customer Service Center Utilization**
- **Tier 2 Case Study and MC311 Internal Customer Service**
- **Overview of Web Portal Utilization**
- **Benchmarks**
 - Denver 311
 - Albuquerque 311
- **Customer Service Center Performance Metrics**
- **Biannual Survey**
- **GIS Analysis**
- **Wrap Up and Follow-Up Items**



Meeting Goals

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- Check status of existing follow up items
- Continue to actively monitor MC311's operational efficiency and customer service, both internal and external

How We Will Measure Success:

- Positive progress on MC311 follow-up items from prior meetings
- Attainment of goals set through performance metrics
- Efficient utilization of the Customer Service Center and web portal
- Sufficient processes in place for maintaining current customer service levels and improving upon them where applicable



Status of Follow-Up Items

Original Meeting Date	Responsible Department	Follow-Up Item	Current Status
4/10/2013	PIO	Facilitate improved collection of callers' zip-codes	Complete
4/10/2013	PIO	Provide CAO with report of call volume during weekend hours when 311 is closed	Complete
4/10/2013	PIO	Develop strategy with OEMHS to register 311 customers for Alert Montgomery	Complete
4/10/2013	CountyStat	Examine call volume trends after removing outliers caused by storms	Complete
4/10/2013	PIO	Revise customer satisfaction survey	Complete
4/10/2013	PIO/CountyStat	Identify benchmark jurisdictions for 311 data comparisons	Complete
4/10/2013	PIO	Identify drivers of spikes in call volume and investigate if there are ways to mitigate or alleviate the sharp increases	Complete
4/10/2013	PIO	Educate citizens on issues that may have self-help solutions	Complete
2/5/2013	PIO	MC311 and DHCA will work together to assign a Vacant Property KBA with a new and more appropriate SLA	Complete
2/13/2013	PIO	Develop relationships between the MC311 BAs and the appropriate staff at the outside entities for whom MC311 receives calls	Completed as Appropriate



Status of Follow-Up Items

Original Meeting Date	Responsible Department	Item Due Date	Follow-Up Item	Current Status
4/10/2013	PIO	5/31/2013	Make 311 more visible on County's website	In Progress (Anticipated by end of CY13)
4/10/2013	PIO	6/28/2013	Update public information and marketing materials	In Progress
2/13/2013	PIO	4/30/2013	Develop an official "sales pitch" for bringing other municipalities or outside agencies/systems into MC311 and explore possible billing structures	In Progress (Anticipated by 10/30/13)
2/13/2013	PIO	4/30/2013	Research how other 311 systems around the country who have successfully brought in other jurisdictions as "customers" handled issues pertaining to governance and where each jurisdiction's responsibility begins and ends with respect to the handling of SRs	In Progress



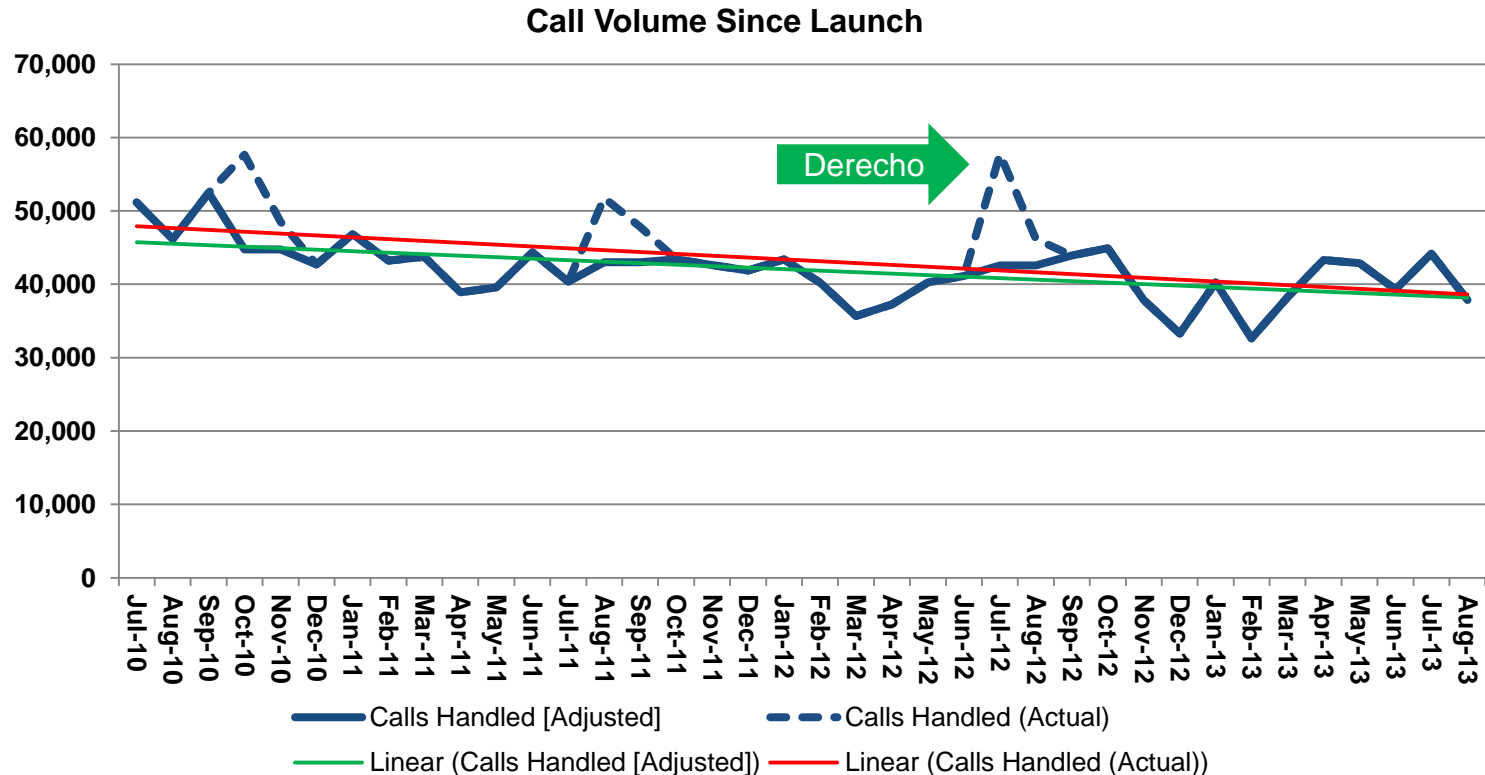
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MC311 Customer Service Center (CSC) Utilization

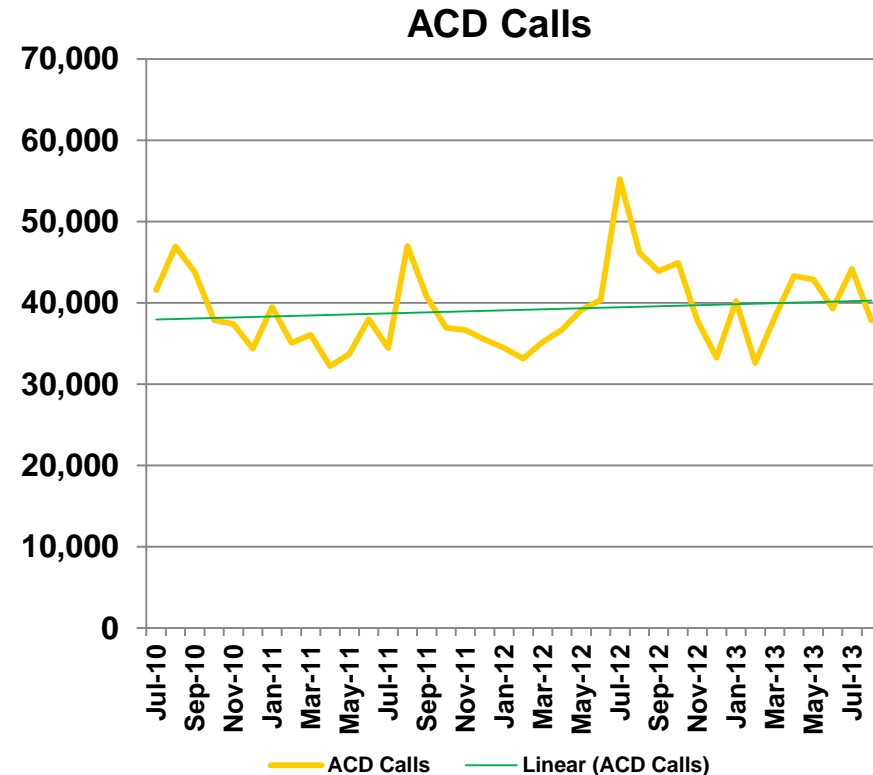
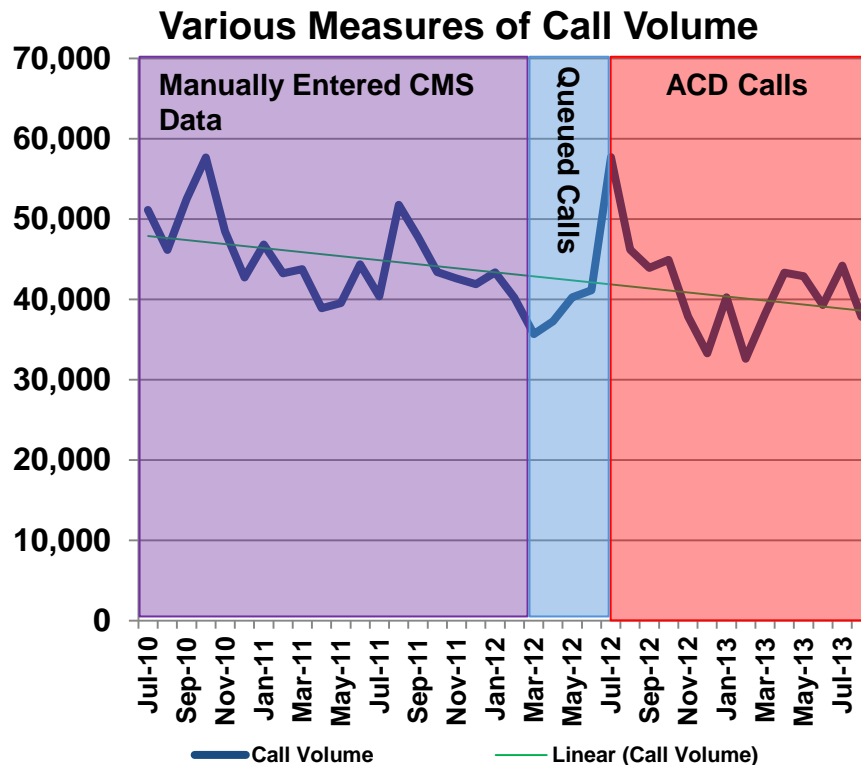
As requested, CountyStat adjusted call volume data to account for the Derecho and other possible one time events. The slope of the adjusted trendline rotates upward, indicating a slightly slower rate of decreased volume.



*Adjusted call volume was derived by replacing the months in question with an unweighted average of the values for two months before and two months after the subsequent month of the event.



MC311 CSC Utilization – Call Volume Comparison



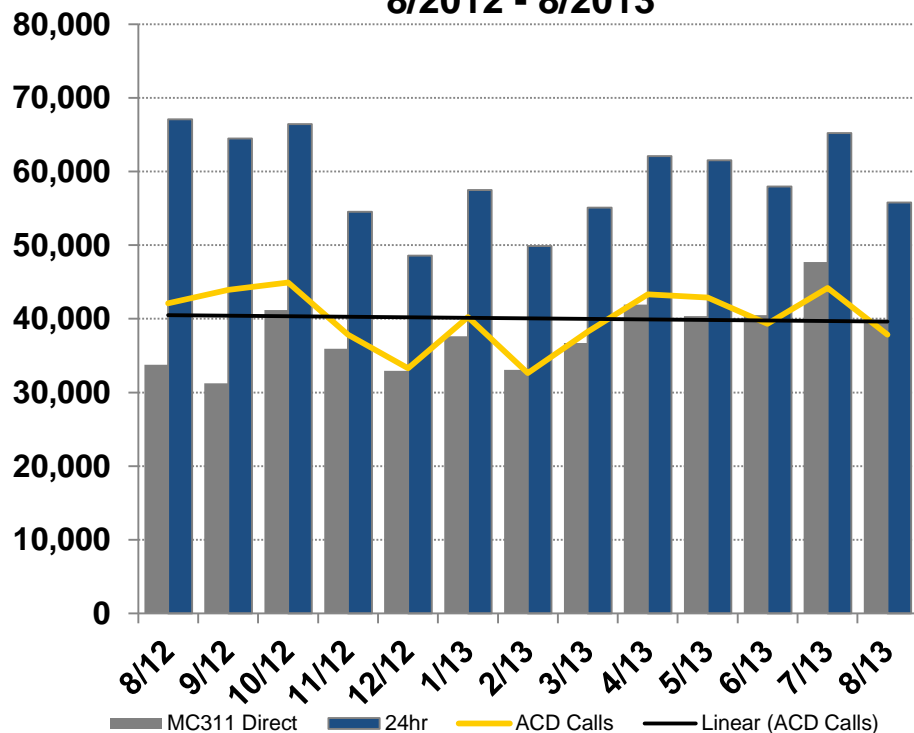
Data obtained from Seibel's CSC Scorecard

Historically, CountyStat has measured call volume using three different methodologies. On the right, using a single methodology, we get a very different picture of call volume trend.

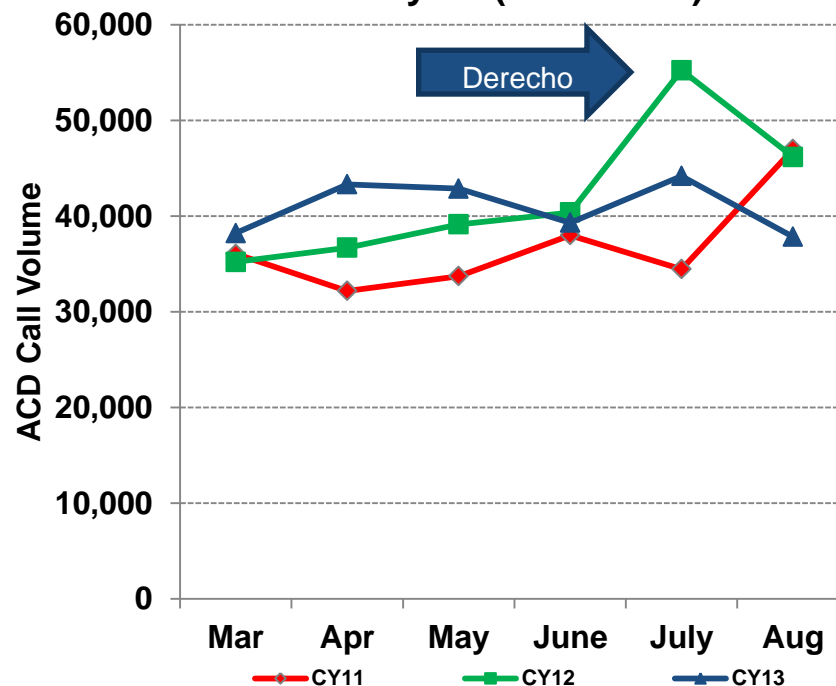


MC311 CSC Utilization - Monthly Call Volume

Call Volume by Type of Call
8/2012 - 8/2013



Year Over Year Current Period of
Analysis (3/1 to 8/31)



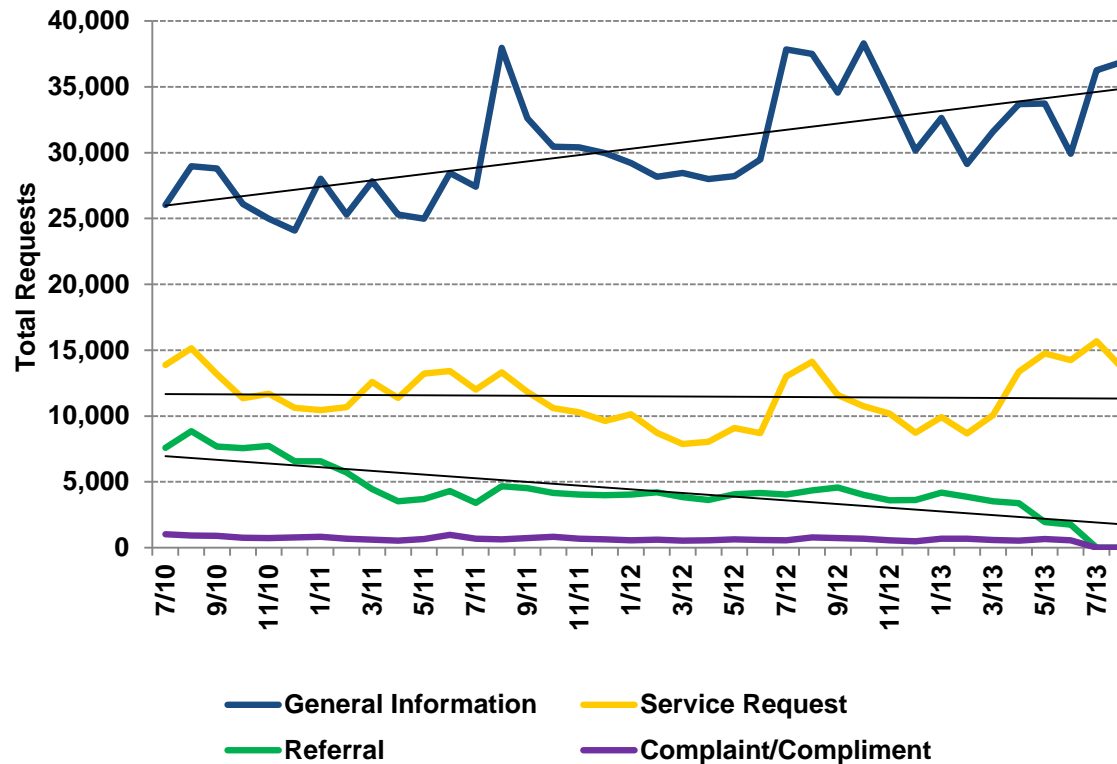
On average over the past year, ACD calls and 311 Direct Calls made up 65% and 68% of all calls, respectively. On the right, ACD Call volume is down 4.2% from the same period one year ago and up 11% from same period two years ago. After adjusting for the derecho and the spike in Aug '11, call volume is up 4.3% from 2012 and 16.5% from 2011.

*See appendix for Year Over Year comparison using prior methodology combining ACD calls and closed CRs.



MC311 CSC Utilization

Monthly Intake Category Statistics (Since Launch)



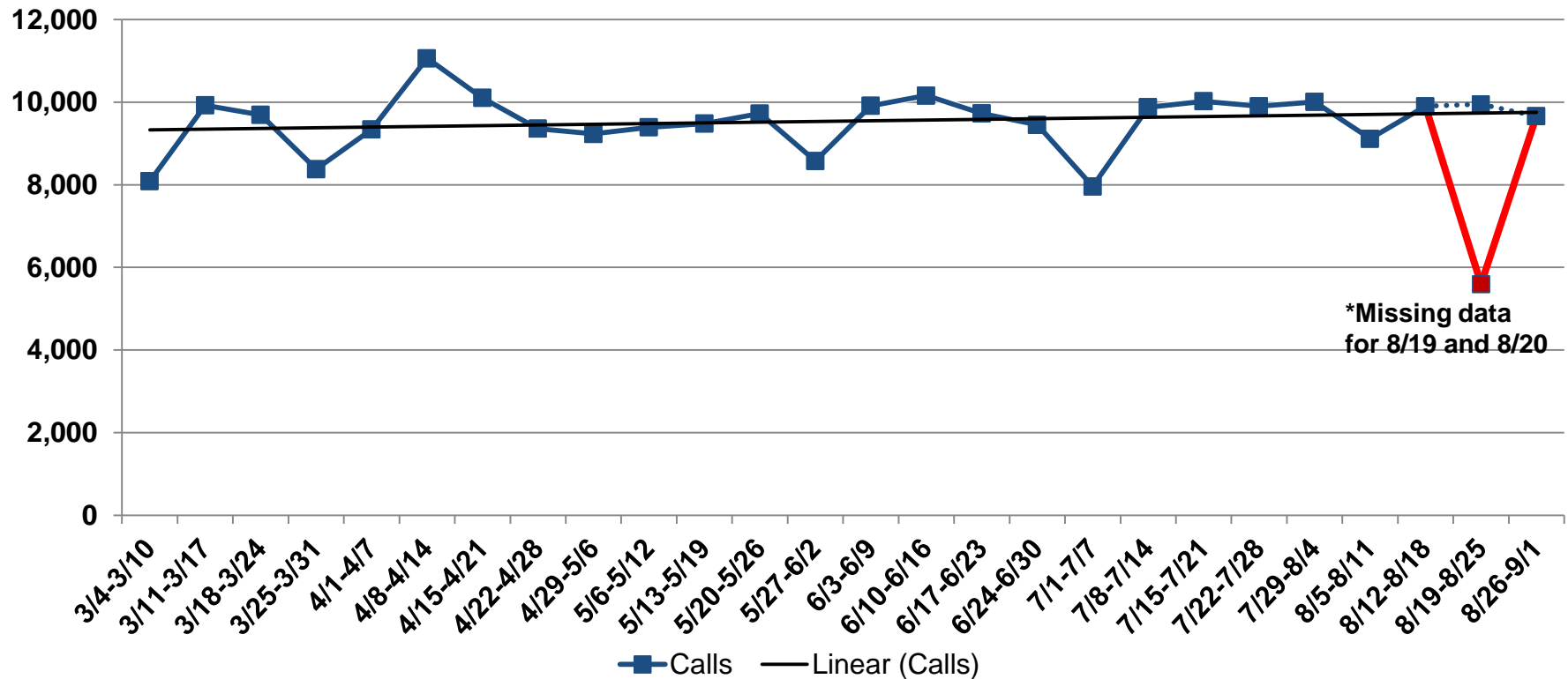
Dept	General Information Requests (3/1 to 8/31)	
DOT	65,590	32.5%
Non-MCG	26,722	13.2%
DPS	23,059	11.4%
PIO	18,888	9.3%
DEP	16,465	8.1%
FIN	14,658	7.3%
Other Depts.	36,685	18.2%
Total	202,067	100%

The number of general information calls continues to trend upwards while the number of service requests is slightly declining. The CSC no longer uses the Referral and Complaint/Compliment categories.



MC311 Customer Service Center Utilization

Weekly Call Volume (8/12 – 2/13)



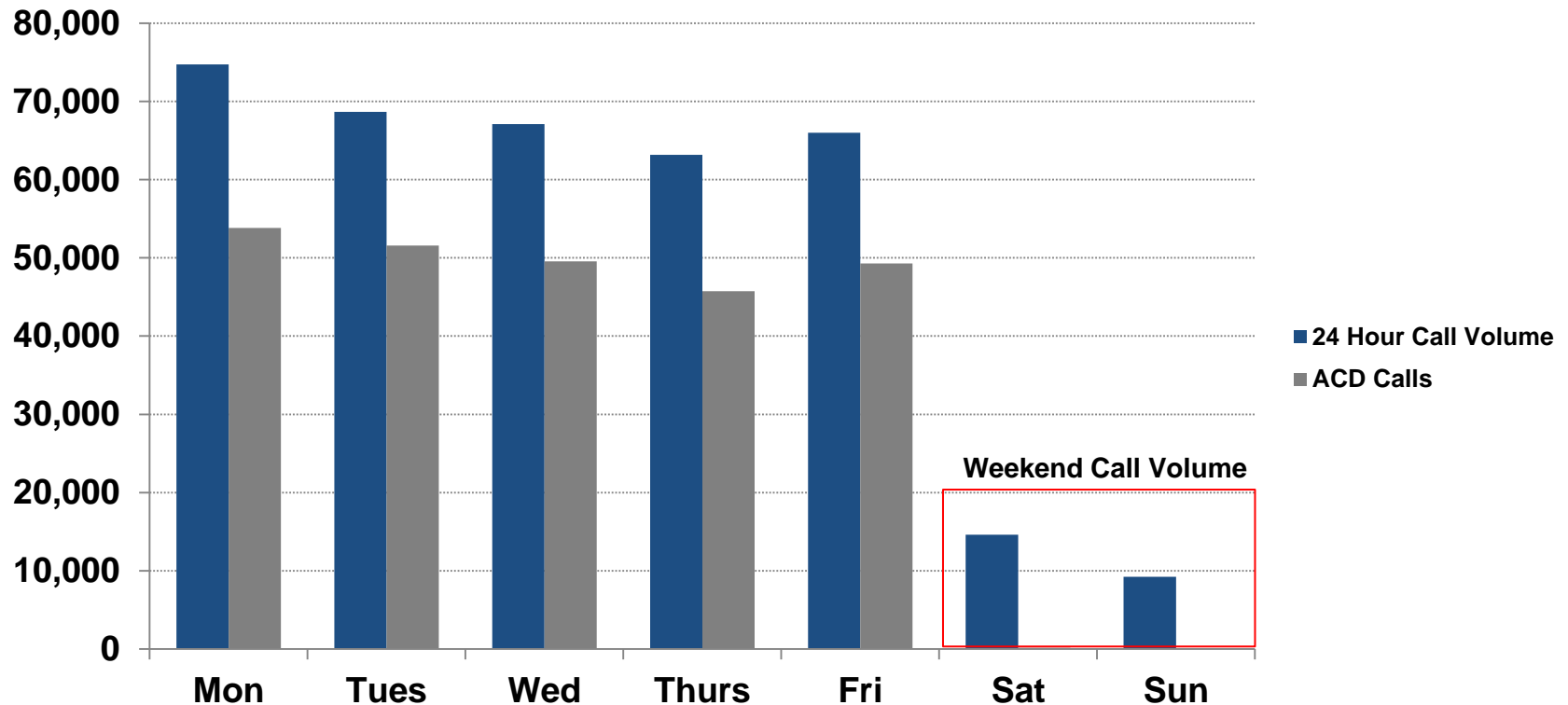
*Data missing due to an Avaya hardware issue. Dotted line represents an average of the preceding and subsequent Monday and Tuesday to more accurately reflect the call volume trend.

Weekly call volume was consistently between 8,000 and 10,000 calls per week.



MC311 Customer Service Center Utilization

Daily Call Volume - Current Period of Analysis



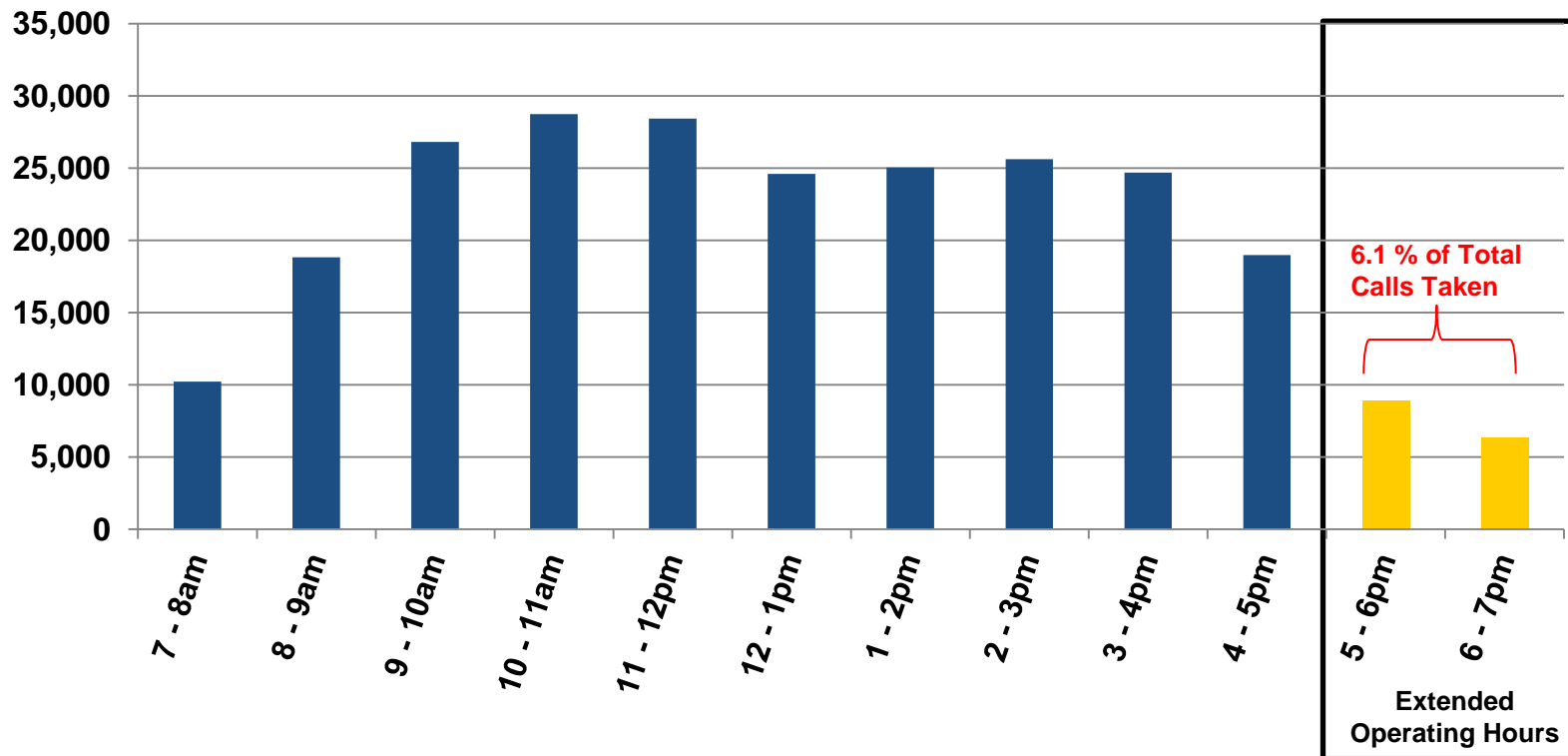
*Monday and Tuesday volume has been adjusted to account for the Avaya hardware issue on 8/19 and 8/20.

During the current period of analysis, a total of 14,609 calls were made to the Center on Saturdays and 9,232 were made on Sundays. Call data shows that many Saturday calls during holiday slides are related to Ride-On. Implementation of the Transit-IVR should result in a reduction of these calls.



MC311 CSC Utilization – Call Volume by Time of Day

On August 13, 2012, the Call Center extended its operating hours from 7AM-5PM to 7AM-7PM.



During the current period of analysis, 15,184 calls (an average of 584 per week) were taken during the extended operating hours (5-7PM), mostly related to DOT's Ride-On Service. As a percentage of total calls taken, this is an increase of 0.93% compared to the previous period of analysis.



MC311: Top 25 Solution Areas from March to August (1/3)

As we look at the Top 25 solution areas, what policies might we consider to reduce the volume of calls being handled by CSRs that could be handled through automation or through customer-based actions and solutions?

Current Efforts:

- Ride-On Interactive Voice Recognition
- More prominently displaying the ability to create a service request on MC311's website (In-Progress Follow-Up Item)

Possible Future Steps:

- Make the MCG employee directory and DPS inspector directory more easily accessible online
- Determine how the County can more effectively compel employees to use the directory as opposed to MC311
- Provide information on online services on portal earlier in the welcome message to facilitate more online usage



MC311: Top 25 Solution Areas from March to August (2/3)

Rank	Department	Attached Solution	Total CRs
1.	DOT	Ride On Real Time Arrival Information	46,273
2.	DEP	Bulk Trash Pick-Up Request	14,953
3.	DEP	Scrap Metal Pick-Up Request	12,447
4.	DPS	Schedule DPS Building Construction Related Permitting Inspections	10,763
5.	DEP	22 Gallon Bin (Bottles/Cans/Jars Recycling)	9,980
6.	FIN	Requests to discuss property tax bill	9,733
7.	DOT	Ride On Trip Planning	9,328
9.	DPS	Name and telephone number of DPS building inspector	5,681
10.	PIO	Montgomery County Employee Directory Assistance	5,193
11.	DEP	22 Gallon Bin Pick-up (Bottles/Cans/Jars Recycling)	3,699
12.	DEP	How To Recycle/Dispose of Solid Waste	3,087
13.	Non-MCG	MANNA Food Center Referral	2,961

DOT and DEP continue to receive the most customer requests.



MC311: Top 25 Solution Areas from March to August (3/3)

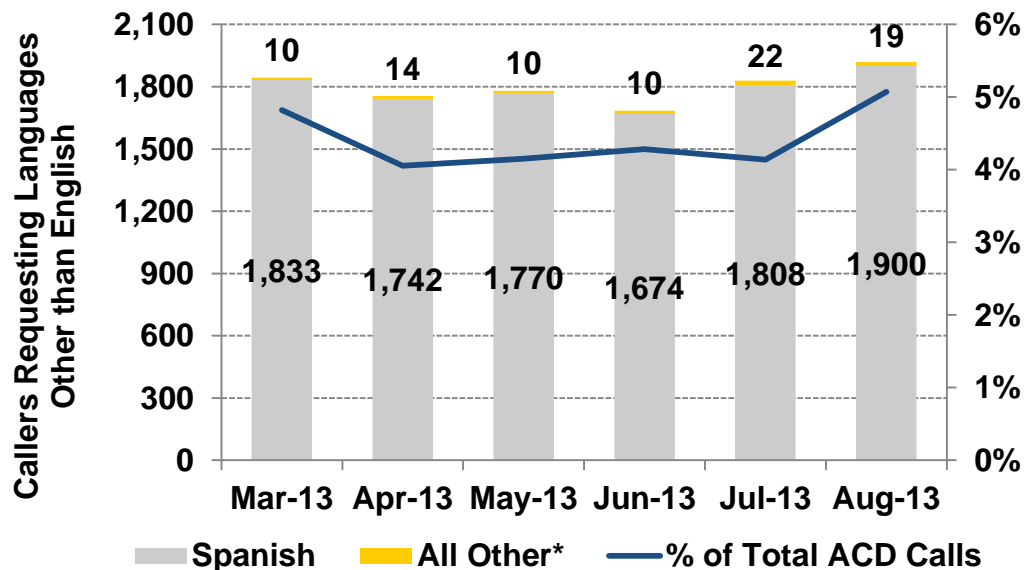
Rank	Department	Attached Solution	Total CRs
14.	DPS	Permit, Plan Review or Inspection Status; Building, Demolition, Electrical, Mechanical, Use and Occupancy, Fire Alarm, Fire Sprinkler, Fence or Sign Permits; Electrical or Vendor Licenses; Home Occupation Certificates	2,658
15.	DHCA	Housing Complaints	2,593
16.	DHCA	Landlord Tenant (LT) Complaints, Disputes or Issues	2,491
17.	DEP	Transfer Station Questions (Montgomery County)	2,333
18.	DPS	Department of Permitting Services Location and Hours of Operation	2,184
19.	Non-MCG	Non-MCG Directory Assistance	1,859
20.	DPS	Information on the Building Codes Applicable to a Specific Project	1,829
21.	POL	Police Department Information	1,644
22.	Non-MCG	Washington DC 311	1,613
23.	DOT	Ride On Complaint - Driver Behavior	1,496
24.	DOT	Ride On Complaint - Service	1,446
25.	DEP	Cart Repair (Paper Recycling)	1,352

Bolded solution areas did not appear on the Top 25 list during the previous period of analysis (March – July 2012)



MC311 CSC Utilization

Callers Requesting Languages Other than English (3/13-8/13)



The most frequent language line dialects other than Spanish were Mandarin, Amharic, and French. In total callers speaking 20 different languages engaged the language line.

Top Five Requests for Callers Preferring Spanish Language

Type of Request by Dept and Area	Number of Requests
DOT Transit	1402
Non-MCG Social Services	1390
DEP Solid Waste	1175
HHS Children, Youth and Families*	1161
DPS Building Construction	743

*HHS was the leading department with 2000 calls. The area of Public Health had 565 calls, and Special Needs Housing had 100 calls in that department.

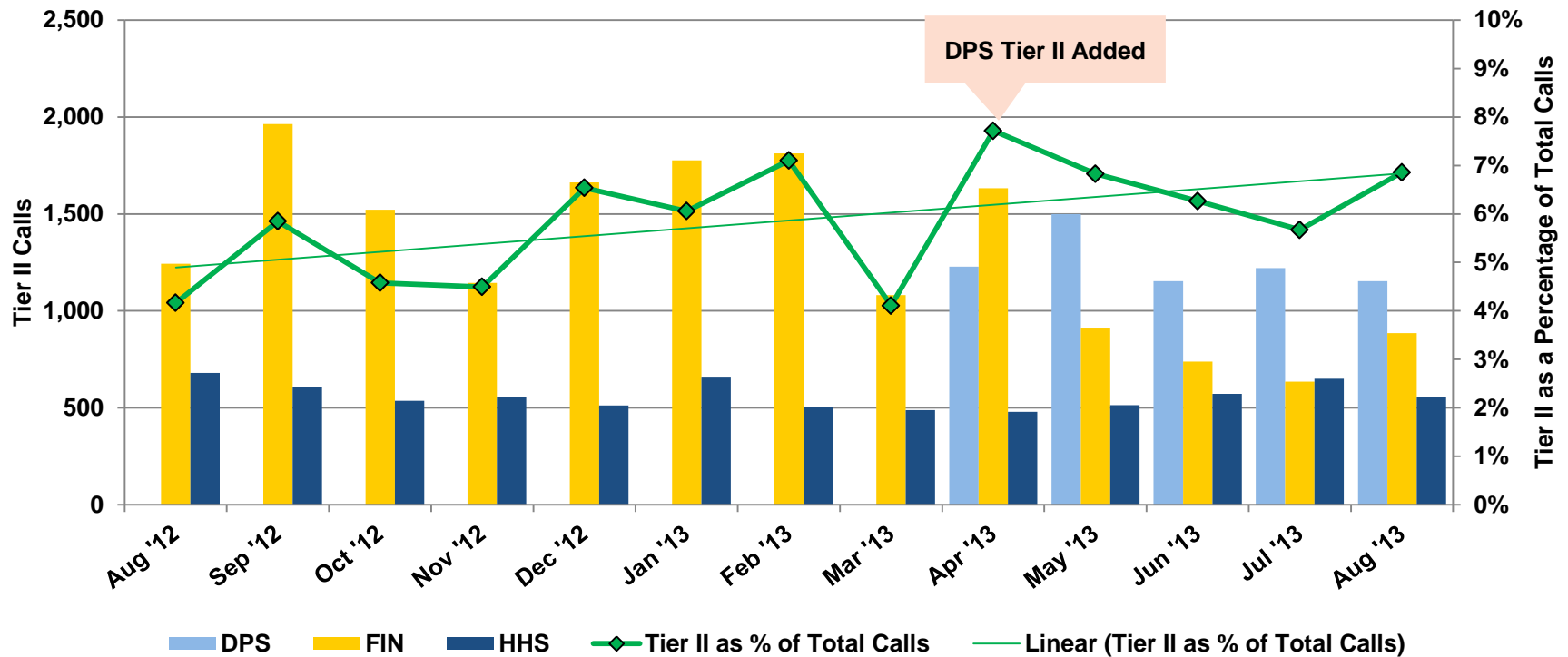
From March 2013 – August 2013, an average of 1,788 callers per month requested a Spanish speaking CSR.



MC311 CSC Utilization

Monthly Tier II Calls (8/12 – 8/13)

The MC311 Customer Service Center uses Tier II call-takers to resolve select HHS, Finance, and DPS calls requiring additional knowledge and/or skills. DPS Tier II was added in April 2013.



Over the past year, Tier 2 calls as a percentage of total calls is increasing. There are no current plans to add additional Tier II capabilities.



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Tier 2 Case Study – DPS

■ What has worked:

- Close interaction between staff to revise KBAs and revise DPS's website as needed to accommodate the transition process
- DPS notes MC311's commitment to resolving intra-department issues where there is no KBA
- DPS recognizes MC311's commitment to improving its customers' experience overall
- Customers typically reach a DPS Tier 2 CSR with access to Hansen within two minutes of being transferred by a Tier I CSR

■ Areas for improvement:

- Training: MC311 did not have adequate resources to provide a trainer who would subsequently train future MC311 Tier 2 staff
 - Program modified and shortened to address MC311 operational challenges
- DPS is working with MC311 to reduce duplicative work when closing a complaint (time and date stamps are necessary for DPS)
- Improve MC311's screening of DPS calls so that the right DPS staff member is assigned to the SR to reduce delays
- MC311 continues to grow the DPS Tier 2 queue to increase efficiency and first call resolution

■ Additional Information

- In a year over year comparison for the period of April to August (DPS tier 2 queue launched in April), DPS has seen a 42% decrease in SRs handled and MC311 has seen a 73% increase in DPS calls handled at the CSC



MC311 Internal Customer Service

- **Some departments have expressed concerns to CountyStat that an information asymmetry exists regarding the extent to which MC311 is providing accurate and pertinent information to their customers and whether customers are ultimately receiving the level of service they should be.**
- **Current processes in place:**
 - KBA as a tool to ensure accuracy
 - CSRs held to 98% accuracy and are monitored, coached, and counseled extensively
 - When errors are made, they are returned to CSC for correction
 - MC311 consistently meets 95% accuracy
- **How can MC311 improve communication in the future:**
 - Prepare an Internal Customer Survey
 - Develop more detailed expectations of BA contact with departments
 - Increase involvement of Relationship Managers



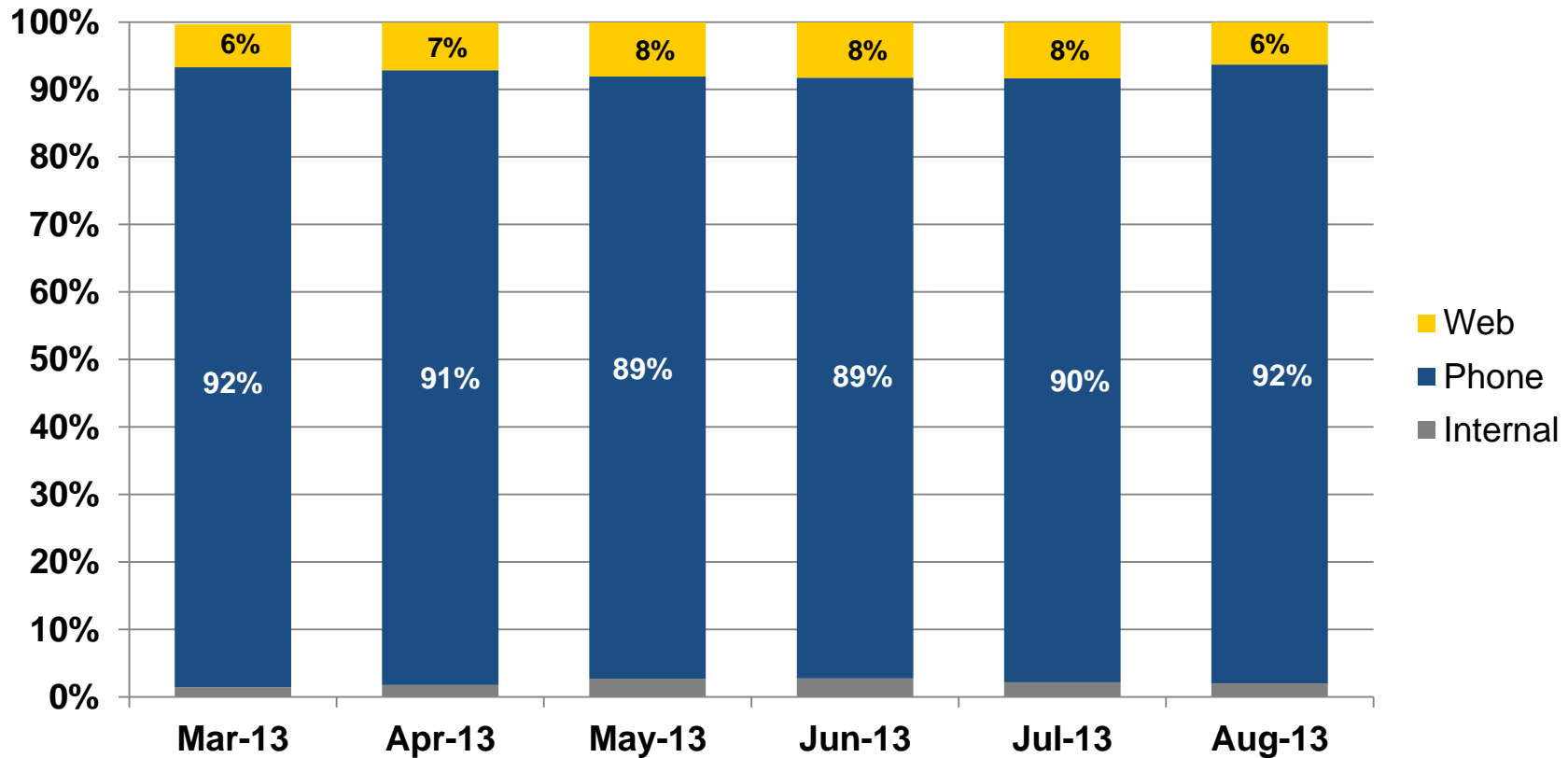
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MC311 Web Portal Utilization

Percent of Requests Generated via Web Portal



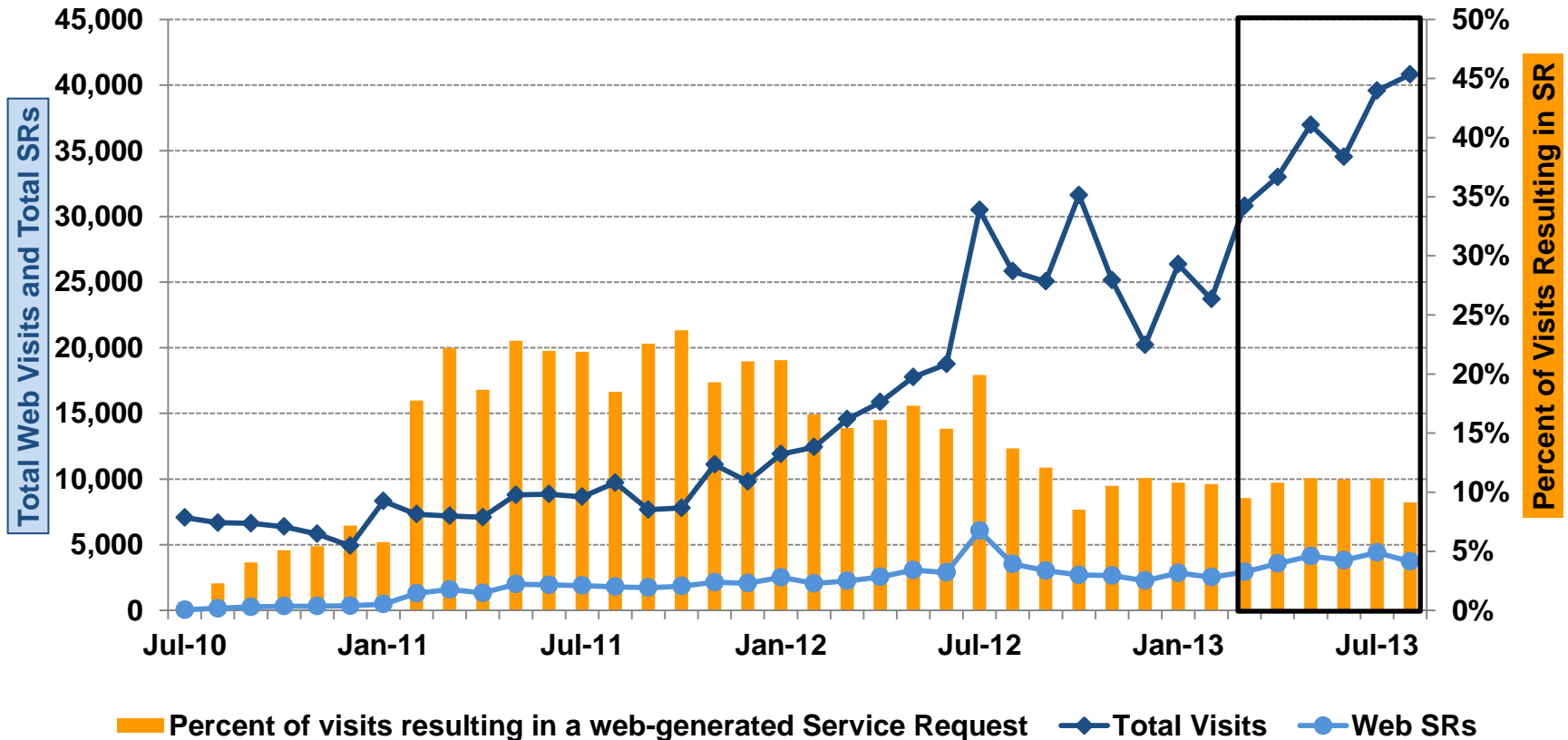
Percentage of web requests was consistently in the 6% to 8% range.
Phone remains the dominant method of contact.

*Fax, email and walk-in requests make up less than .01% and are not included in this graph.



MC311 Web Portal Utilization

Monthly Website Visits vs. Web Requests (Since Launch)

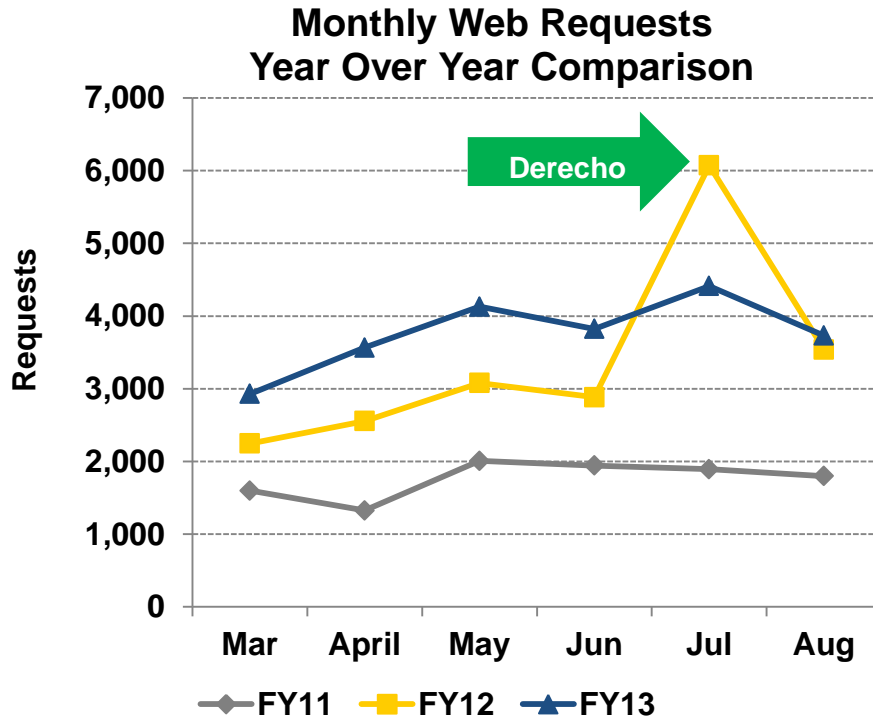


During the last two periods of analysis, the percentage of website visits that result in service requests has hovered around 10%, indicating that new web visits are also resulting in new web-based service requests at roughly the same rate.



MC311 Web Portal Utilization

Service Requests Generated Via the Web Portal



Web Requests Generated 3/13 – 8/13

Department	Total Web Requests	Percent of Web Requests
DEP	18,827	70.86%
DOT	4,506	16.96%
DHCA	1,936	7.29%
DPS	368	1.38%
POL	267	1%
HHS	188	.71%
FIN	174	.65%
Other	305	1.15%
Total	26,571	100%

Web requests continue to rise, up 10.9% from same period last year and 113.9% from same period in FY11. Adjusting for the Derecho, web requests are up 29% over the same period last year.* The majority of requests are related to DEP.



*Adjustment made by replacing the month of July with an unweighted average of June and August 2012.

MC311 Web Portal Utilization

Top 15 Solutions for Web Requests (3/2013 – 8/2013)

Rank	Department	Attached Solution	Total Requests
1.	DEP	Bulk Trash Pick-Up Request	4,949
2.	DEP	22 Gallon Bin (Bottles/Cans/Jars Recycling)	4,634
3.	DEP	Scrap Metal Pick-Up Request	4,238
4.	DEP	22 Gallon Bin Pick-up (Bottles/Cans/Jars Recycling)	2,281
5.	DEP	Literature Items - Residential Trash and Recycling	796
6.	DHCA	Housing Complaints	721
7.	DOT	Pothole Repair	586
8.	DOT	Ride On Complaint - Service	345
9.	POL	Reporting a Dead Animal Along the Roadway	267
10.	DOT	Ride On Complaint - Driver Behavior	203
11.	DHCA	Tall Grass on Private Property Where the Property is Occupied	169
12.	DEP	Bin Request - New (for Multi-family Properties)	159
13.	DOT	Road Repair	147
14.	DEP	Bin Request - New (for Commercial Properties)	126
15.	DEP	Literature Items - Non-Residential and Multi-family Recycling	113

Bold indicates solution did not make list during prior period of analysis

During this period of analysis, residents created web-generated service requests using 251 different attached solutions.



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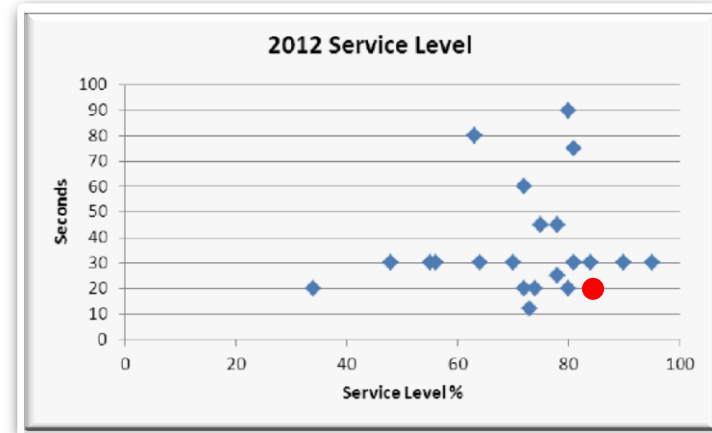
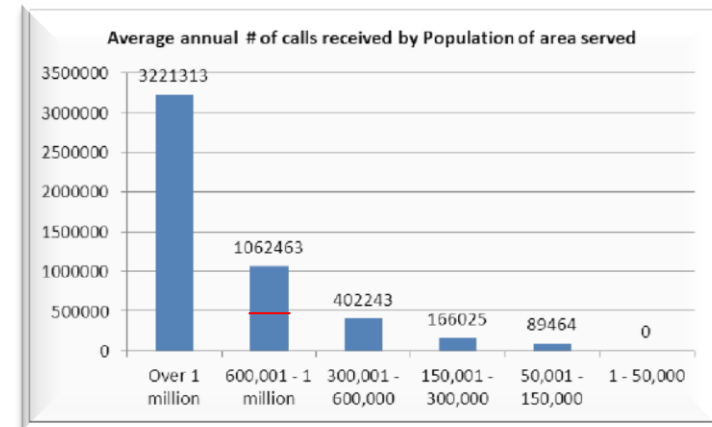
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National Benchmarks

2012 311 Comparative Survey Overview

- Survey sent out to 48 cities and counties by Minneapolis 311 in early 2013
- 37 centers responded in full
- Consisted of seven sections
 1. Dimensions
 2. Staffing
 3. Service and Functions
 4. Volumes and Measures
 5. Budget
 6. 2012 Goals
 7. Feedback
- Methodological Limitations
 - Self Reporting
 - Not all call centers are equal



National Benchmarks

	MC311	DEN311	ABQ311
*Population of Coverage Area	1,004,709	634,265	901,700
Opening Year	2010	2006	2004
Center Hours	M-F: 7am – 7pm	M-F: 7am – 8pm Sa-Su: 8am – 5pm	M-Sa: 6am – 9pm Su: 9am – 6pm
Queued Calls (CY12)	490,364	539,433	1,905,874
Calls Answered (CY12)	480,586	422,933	1,721,726
Percentage of Calls Answered During Operating Hours (CY12)	98%	78.4%	90.3%
CY12 Service Level (% of Calls Answered in Allotted Time)	85% *20 Seconds	34% *20 Seconds	84% *30 seconds
Full Time Call Takers:	42	21	43
Supervisors:	4	3	5
Methods of Contact	Phone/Online/Mobile Portal	Phone/Email/Walk-In/Twitter/Other (Fax or letter)	Phone/Email/Walk-In/Online/Twitter

***Source: 2013 311 Comparative Survey**

MC311 has managed to answer 98% of queued calls, and it continues to keep a satisfactory service level above DEN311 and ABQ311.



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Overview of MC311 CSC Performance

Call Center Customer Request Performance Metrics (1/2)

	GOAL	2013					
		Mar	Apr	May	Jun	Jul	Aug
Call Volume		38,239	43,328	42,873	39,318	44,202	37,838
Call Answer Rate (Avg)	>95%	98.2%	97.2%	98.1%	97.3%	95.3%	98.2%
Abandoned Call Rate (Avg)	<5%	1.8%	2.8%	1.9%	2.7%	4.7%	1.7%
Avg Speed to Answer (ASA)	<0:20	11.7	25.9	13.3	17	35.5	13
Avg Handle Time	<4:00	3:21	3:36	3:44	3:51	3:52	4:07
Avg After Call Work	<1:30	0:55	0:48	0:47	0:54	0:55	0:53
Attendance Rate	N/A	96%	95%	96%	98%	96%	98%
Occupancy Hours	>7:25	7.78	7.76	7.79	7.78	7.82	7.75
Customer Requests Generated	N/A	41,206	46,482	45,676	41,536	46,576	45,991
Accuracy Rate	>98%	99.0%	99.0%	99.0%	98.5%	98.3%	97.7%

With four exceptions identified above, MC311 continues to meet its performance goals. A new class of trainees was on the floor in August which impacted performance. Technical issues also played a role.

Missed goal by ≥10%

Missed goal by <10%

Achieved goal



Overview of MC311 CSC Performance

Technical Infrastructure Issues

Impacts CSC & Back-Office – Sampling of Issues Include:

- Avaya issues impact abandon rate and average speed to answer
- Untested JRE/Java SMS push prevents users from logging into Siebel
- GIS polygon update changes data stored in “DOT Depot” field. Prevents DOT Highway depots from receiving service requests and delays service to residents by several days.
- DEP SWS Contractor Reports fail to run. DEP employees use manual workaround to email reports to contractors, mitigating service problems.

Frequency of Issues is Increasing:

- 3 documented issues in June (6/20, 6/21, 6/24)
- 3 in July (7/18, 7/25, 7/30)
- 4 in August (8/5, two issues on 8/19, 8/26)
- 7 in September (9/3, 9/13, 9/16, 9/17, 9/18, 9/23, 9/30)



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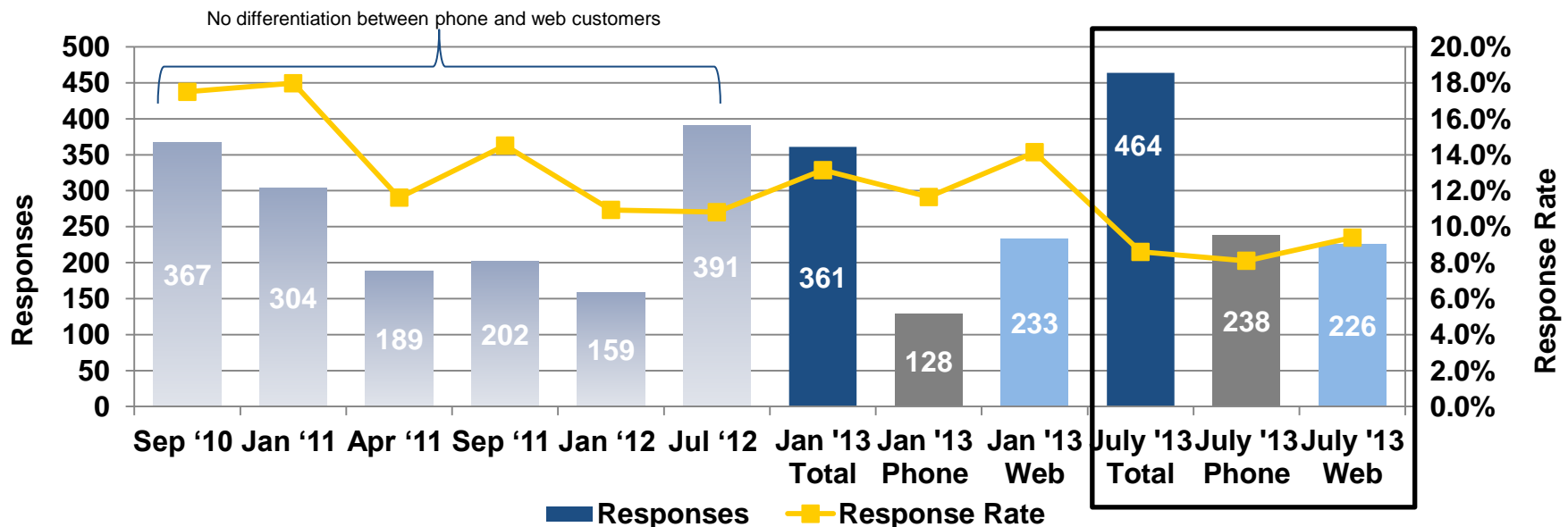


Overview of MC311 CSC Performance

Bi-Annual Customer Survey

- **Dates Administered:** 7/12/13 – 7/30/13
- **Distribution Method:** E-mail (5,354 sent out, up from 2,746 in January)
- **Population Included:** Any MC311 Customer Who Provided an Email Address Between 05/15/13 – 6/15/13
- **Next Survey Administration:** Jan 2014

MC311 continues to differentiate its survey results between web and phone based customers, a process that was initiated in the January 2013 survey process.



MC311 has successfully increased both the number of customers receiving the survey and the number of responses received, though the response rate has dropped substantially.



Overview of MC311 CSC Performance

Bi-Annual Customer Survey

Regarding your most recent call to the MC311 Customer Service Center, what was the purpose of your call?

Purpose of Call	Method of Contact	Count	Response Percentage (by method of contact)
General Information*	Phone	64	26.9%
	Web	33	14.9%
Report Problem	Phone	60	25.2%
	Web	58	26.2%
Request Service*	Phone	114	47.9%
	Web	128	57.9%
Compliment a County Employee or Program	Phone	0	0%
	Web	2	0.9%
Other	Phone	34	3%
	Web	7	1%

Both phone and web-based customers reported that requesting a service was most often their perceived reason for contacting MC311. Customers inquiring for general information were more likely to use the phone than the web.

*Customers' perceptions of what constitutes a service request may be different than what MC311 considers a service request. The same is true for general information.



Overview of MC311 CSC Performance

Bi-Annual Customer Survey

Question	Method of Contact	Satisfied		Dissatisfied	
		Count	Response Rate	Count	Response Rate
Time it Took to Reach a Rep.	Phone	207	88%	26	11.2%
The Handling of Your Call	Phone	192	85.7%	32	14.3%
Overall Experience During the Call	Phone	192	85.3%	33	14.7%
Ease of Using the Website	Web	189	86.7%	29	13.3%
Ability to Find the Information You Were Looking For	Web	185	85.6%	31	14.4%
Overall Experience During the Visit	Web	182	85.4%	31	14.6%

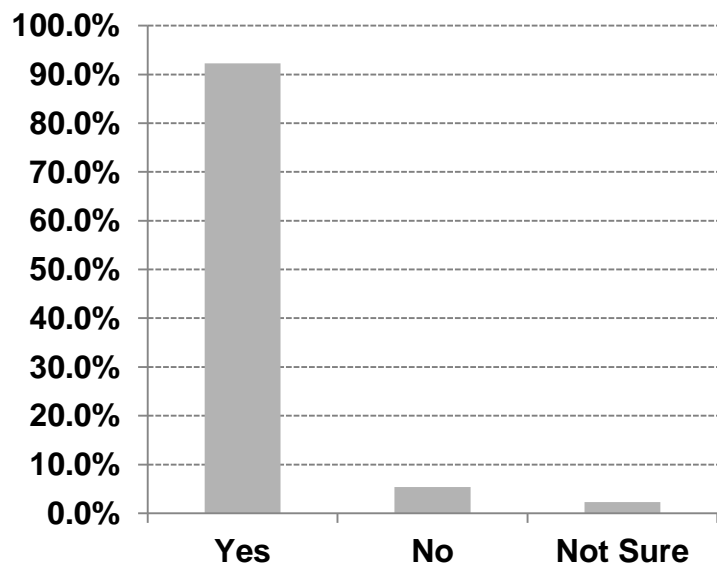
In all 6 categories, greater than 85% replied that they were satisfied with their interaction with MC311. Overall, the level of satisfaction with MC311 is high. Results of the newly implemented Confirmation E-Mail Survey also indicate a high level of satisfaction among customers (see Appendix).



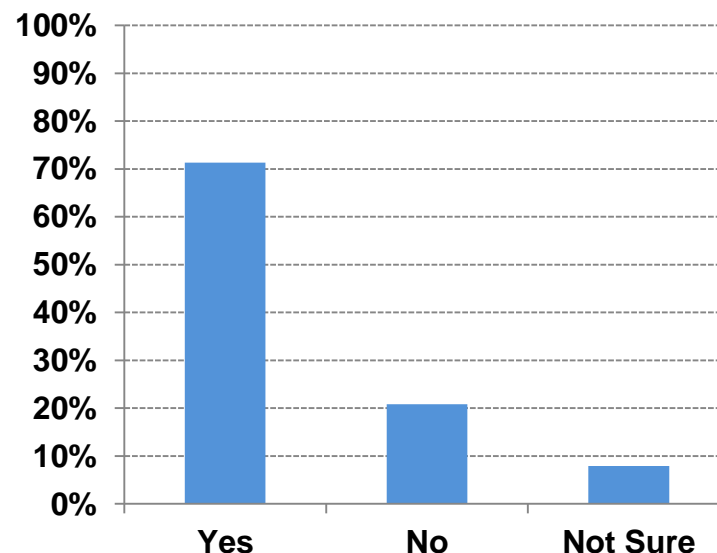
Overview of MC311 CSC Performance

Bi-Annual Customer Survey

Web: Were you able to find the service or information you were looking for?



Phone: Was the Customer Service Representative able to resolve your issue?



Web customers reported finding the service or information they were looking for over 90% of time. Just under 30% of callers reported that a CSR was not able to resolve their issue, or they were not sure. This is down more than 10% from the prior period of analysis, indicating that MC311 is resolving more issues within the CSC.



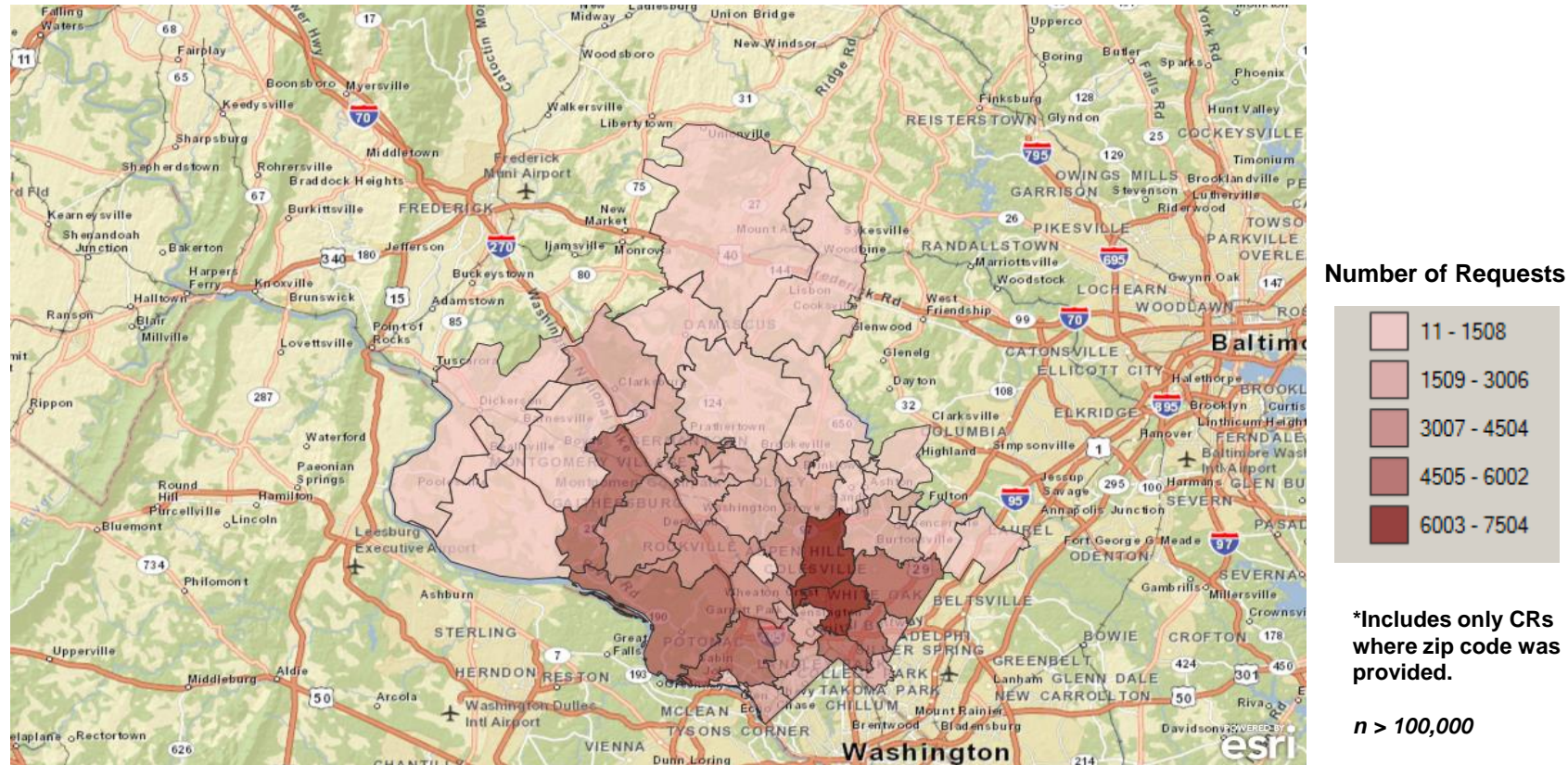
Agenda

- Welcome and Introductions
- Check Status of Follow-Up Items From April 10th Meeting
- Overview of Customer Service Center Utilization
- Tier 2 Case Study and MC311 Internal Customer Service
- Overview of Web Portal Utilization
- Benchmarks
 - Denver 311
 - Albuquerque 311
- Customer Service Center Performance Metrics
- Biannual Survey
- **GIS Analysis**
- Wrap Up and Follow-Up Items



GIS Analysis

Customer Requests Generated (CY13 – Present)



20906 had 4,548 GI Requests and 2,741 SR-Fulfillment requests.
20902 had 3,122 GI Requests and 2,997 SR-Fulfillment requests.



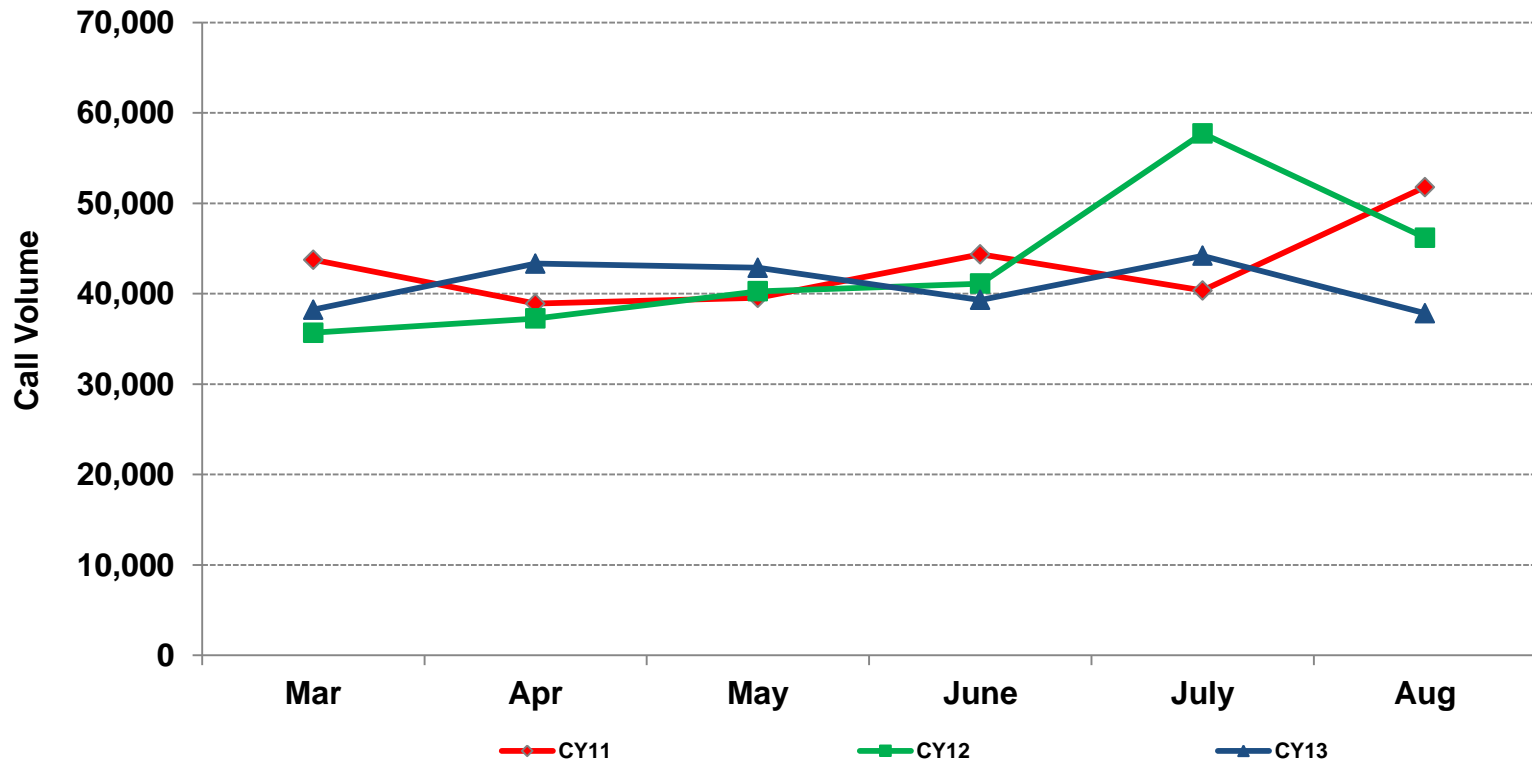
Wrap-Up and Follow-Up Items



Appendix

MC311 CSC Utilization - Monthly Call Volume

Year Over Year Current Period of Analysis (Aug-Feb)







Using this methodology call volume is down 4.8% from the same period one year ago and 5% from same period two years ago without storm adjustments.





MC311 Confirmation E-Mail Survey



1. What was the purpose of your call to the MC311 Customer Service Center?

		Response Percent	Response Count
General Information		14.1%	13
Report a Problem		28.3%	26
Request a Service		34.8%	32
Other (please specify)		22.8%	21
answered question			92
skipped question			3

2. Was the Representative attentive and courteous?

		Response Percent	Response Count
Yes		95.7%	88
No		4.3%	4
answered question			92
skipped question			3

3. Did the Representative address your concerns?

		Response Percent	Response Count
Yes		83.9%	78
No		16.1%	15
answered question			93
skipped question			2

4. Please rate your overall satisfaction with your most recent call to the MC311 Customer Service Center.

	Satisfied	Dissatisfied	Rating Average	Rating Count
	80.0% (76)	20.0% (19)	1.20	95
answered question				95
skipped question				0

MC311 has implemented a confirmation e-mail survey. Results thus far indicate a high level of satisfaction among customers.

